

Corporate Issues Overview and Scrutiny Committee

26 January 2017



Quarter 2 2016/17 Performance Management Report

Report of Corporate Management Team

Lorraine O'Donnell, Director of Transformation and Partnerships
Councillor Simon Henig, Leader

Purpose of the Report

1. To present progress against the council's corporate performance framework for the Altogether Better Council priority theme for the second quarter of the 2016/17 financial year, covering the period July to September 2016.

Background

2. Work is underway to review how we present performance information in the clearest possible way. This quarter we have tightened the format of the report to make it more concise. We have included an Executive Summary which outlines key performance messages from data released this quarter. We have reviewed the Altogether themes moving from a narrative format to an at a glance, more visual style presentation of one summary page per Altogether theme which presents key data messages showing, where available, the latest position in trends and how we compare to others.
3. A more comprehensive table of all performance data is presented as usual in Appendix 3.
4. Key performance indicator progress is still reported against two indicator types which comprise of:
 - a. Key target indicators – targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the council and its partners; and
 - b. Key tracker indicators – performance will be tracked but no targets are set for indicators which are long-term and/or which the council and its partners only partially influence.
5. We will continue to look at ways to further develop the format of the report, as part of the transformation programme, to provide a clearer way of understanding how the council is performing, with the leanest possible process.

6. An outline of the ratings applied to our performance and the groups we use to compare ourselves is outlined in Appendix 2.
7. To support the complete indicator set, a guide is available which provides full details of indicator definitions and data sources for the 2016/17 corporate indicator set. This is available to view either internally from the intranet (at Councillors useful links) or can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Executive Summary

Key performance messages from data released this quarter

8. The Altogether Better Council theme covers a range of areas from customer services which include customer contacts, benefit processing and responding to freedom of information requests to employee wellbeing, effective use of resources and engaging with our communities through effective partnership working.
9. The council's performance in relation to the Altogether Better Council theme shows good progress continues. Data released this quarter show performance in relation to providing services to customers is good. On average we answered telephone calls from customers in 39 seconds and levels of abandoned calls remain at 6%. Processing times have improved from the dip reported last quarter and are on target for housing benefit and council tax reduction in both change of circumstances and new claims received. However fewer Freedom of Information and Environmental Information Regulations requests have been responded to within national timescale. The new corporate Customer Relationship Management implementation programme (phase 1) went live in July 2016, which gives customers a wider range of online options to contact the council.
10. Focusing on employee wellbeing, staff attendance has improved and over half of posts had no sickness absence in the rolling year ending in September 2016. However, the percentage of staff that had an appraisal has deteriorated. Oracle Business Intelligence module is now available to managers assisting them to effectively monitor both appraisals and sickness performance.
11. Collection rates for council tax and business rates continue to show good progress, which are in line with our medium term financial plan forecasts.
12. The latest position in volume trends is presented in the charts available at Appendix 4.

Risk Management

13. Effective risk management is a vital component of the council's agenda. The council's risk management process sits alongside our change programme and is incorporated into all significant change and improvement projects.

14. The key risks in delivering the ambitions of this priority theme and how we are managing them are:
15. *If there was to be slippage in the delivery of the agreed Medium Term Financial Plan (MTFP) savings projects, this will require further savings to be made from other areas, which may result in further service reductions and job losses.* Management consider it possible that this risk could occur, which will result in a funding shortfall, damaged reputation and reduced levels of service delivery. To mitigate the risk, a programme management approach for key projects has been established and embedded across the council. Monitoring by Corporate Management Team and Cabinet provides assurance over the implementation of the agreed MTFP savings projects. It should be recognised that this will be a significant risk for at least the next four years. (critical / possible)
16. *Ongoing Government funding cuts which now extend to at least 2019/20 will continue to have an increasing major impact on all council services.* Management consider it highly probable that this risk could occur, and to mitigate the risk, sound financial forecasting is in place based on thorough examination of the Government's red book plans. This will also be a significant risk for at least the next four years. (critical / highly probable)
17. *If we were to fail to comply with Central Government's Public Services Network Code of Connection criteria for our computer applications, this would put some of our core business processes at risk, such as revenues and benefits, which rely on secure transfer of personal data.* The Government criteria for the PSN CoCo compliance has changed again, one of the requirements being the need to submit a risk register, which was done in July 2016. (critical / possible)
18. *Major Interruption to IT service delivery.* Corporate Management Team has approved a project to provide improved ICT resilience through a robust mechanical and electrical designed solution for the council's main data centre. The improvement works, which will significantly reduce the risks from electrical and mechanical failures, are planned for completion by November 2017. (major / probable)



Key data messages by Altogether Theme

19. The next section provides a one page summary of key data messages for the Altogether Better Council theme. The format of the Altogether theme has been revised to provide a snap shot overview aimed to ensure that key performance messages are easy to identify. The Altogether theme is supplemented by information and data relating to the complete indicator set, provided at Appendix 3.


Altogether Better Council

Customer Services


Between October 2015 and September 2016:

-  **39 seconds** to answer a call on average
-  **6%** calls abandoned







 The new Customer Relationship Management software provides customers with a wider range of online options to contact the council (Phase 1 completed in July 2016)

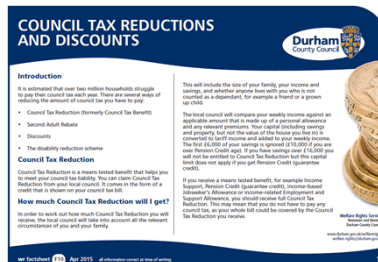
Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests:

-  **70%** of responses were sent to applicants within 20 working days (target 85%) between July and September 2016

Processing time for housing benefit (HB) and council tax reduction (CTR) (Apr – Sep 2016)

-  **18.49 days** – new HB claims (target 23 days)
-  **19.76 days** – new CTR claims (target 23 days)
-  **7.39 days** – HB change of circumstances claims (target 10 days)
-  **7.28 days** – CTR change of circumstances claims (target 10 days)

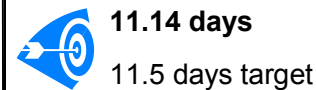
In July, Cabinet agreed the continuation of the current Local Council Tax Reduction Scheme for a further year into 2017/18, which would continue to protect all claimants in line with what their entitlement would have been under the Council Tax Benefit System.



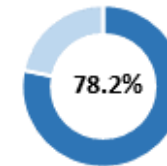
Employee wellbeing

For the year October 2015 – September 2016 (excluding schools)


Sickness absence per full time equivalent (FTE) improved from last year achieved target






Employees having 5 working days or less sickness




More posts with no sickness absence



 **56.7%**
45.2% (Oct 2014 - Sep 2015)

-  **88.2%** appraisals completed (Oct 2014 – Sep 2015)
-  **86.6%** (92% target)


 Managers receive automated email alerts when trigger points are reached

 Managers are provided with real time information on appraisals and sickness via Business Intelligence module (Action completed in Sep 2016)

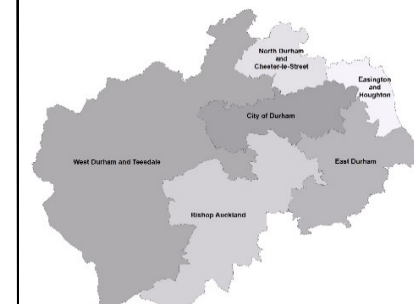
Finance

-  **56.9%** council tax collected (target 56.7%)
-  **58.4%** business rates collected (target 58.5%)



 Mainly due to business rate payers exercising their right to extend instalment payments to March instead of January after a change in legislation in 2014

Look out for



The first stage of the review of Parliamentary Constituency Boundaries has now been completed and the Commission's initial proposals for new constituency boundaries have been published.

Recommendations and Reasons

20. That the Corporate Issues Overview and Scrutiny Committee receive the report and consider any performance issues arising there with.

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Appendix 1: Implications

Appendix 2: Report Key

Appendix 3: Summary of key performance indicators

Appendix 4: Volume measures

Appendix 1: Implications

Finance - Latest performance information is being used to inform corporate, service and financial planning.

Staffing - Performance against a number of relevant corporate health Performance Indicators (PIs) has been included to monitor staffing issues.

Risk - Reporting of significant risks and their interaction with performance is integrated into the quarterly monitoring report.

Equality and Diversity / Public Sector Equality Duty - Corporate health PIs are monitored as part of the performance monitoring process.

Accommodation - Not applicable

Crime and Disorder - A number of PIs and key actions relating to crime and disorder are continually monitored in partnership with Durham Constabulary.

Human Rights - Not applicable

Consultation - Not applicable

Procurement - Not applicable

Disability Issues - Employees with a disability are monitored as part of the performance monitoring process.

Legal Implications - Not applicable

Appendix 2: Report key

Performance Indicators:

Direction of travel/benchmarking

Performance against target

Same or better than comparable period/comparator group

GREEN

Meeting/Exceeding target

Worse than comparable period / comparator group (within 2% tolerance)

AMBER

Getting there - performance approaching target (within 2%)

Worse than comparable period / comparator group (greater than 2%)

RED

Performance >2% behind target

National Benchmarking

We compare our performance to all English authorities. The number of authorities varies according to the performance indicator and functions of councils, for example educational attainment is compared to county and unitary councils however waste disposal is compared to district and unitary councils.

North East Benchmarking

The North East figure is the average performance from the authorities within the North East region, i.e. County Durham, Darlington, Gateshead, Hartlepool, Middlesbrough, Newcastle upon Tyne, North Tyneside, Northumberland, Redcar and Cleveland, Stockton-on-Tees, South Tyneside, Sunderland. The number of authorities also varies according to the performance indicator and functions of councils.

Nearest Neighbour Benchmarking:

The nearest neighbour model was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA), one of the professional accountancy bodies in the UK. CIPFA has produced a list of 15 local authorities which Durham is statistically close to when you look at a number of characteristics. The 15 authorities that are in the nearest statistical neighbours group for Durham using the CIPFA model are: Barnsley, Wakefield, Doncaster, Rotherham, Wigan, Kirklees, St Helens, Calderdale, Dudley, Northumberland, Tameside, Sheffield, Gateshead, Stockton-on-Tees and Stoke-on-Trent.

We also use other neighbour groups to compare our performance. More detail of these can be requested from the Corporate Planning and Performance Team at performance@durham.gov.uk.

Actions:

WHITE

Complete (action achieved by deadline/achieved ahead of deadline)

GREEN

Action on track to be achieved by the deadline

RED

Action not achieved by the deadline/unlikely to be achieved by the deadline

Appendix 3: Summary of Key Performance Indicators

Table 1: Key Target Indicators

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Better Council											
54	NS25	Percentage of customers with an appointment at a customer access point who are seen on time	Available Q3 2016/17	NA	95	NA	New indicator	NA			
55	RES/038	Percentage all ICT service desk incidents resolved on time	94	Jul - Sep 2016	90	GREEN	94	GREEN			
56	RES/NI/181a1	Average time taken to process new housing benefit claims (days)	18.49	Jul - Sep 2016	23.00	GREEN	22.68	GREEN	24.00 Not comparable	26** Not comparable	Apr - Jun 2016
57	RES/NI/181a2	Average time taken to process new council tax reduction claims (days)	19.76	Jul - Sep 2016	23.00	GREEN	23.47	GREEN			
58	RES/NI/181b1	Average time taken to process change of circumstances for housing benefit claims (days)	7.39	Jul - Sep 2016	10.00	GREEN	10.09	GREEN	8.00 Not comparable	9** Not comparable	Apr - Jun 2016
59	RES/NI/181b2	Average time taken to process change of circumstances for council tax reduction claims (days)	7.28	Jul - Sep 2016	10.00	GREEN	9.66	GREEN			
60	RES/002	Percentage of council tax collected in-year	56.89	Apr - Sep 2016	56.70	GREEN	56.47	GREEN	97.10 Not comparable	95.96* Not comparable	2015/16

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
61	RES/003	Percentage of business rates collected in-year	58.42	Apr - Sep 2016	58.50	AMBER	58.65	AMBER	98.20 Not comparable	96.56* Not comparable	2015/16
62	RES/129	Percentage of council tax recovered for all years excluding the current year	99.48	Jul - Sep 2016	98.50	GREEN	99.02	GREEN			
63	RES/130	Percentage of business rates recovered for all years excluding the current year	99.18	Jul - Sep 2016	98.50	GREEN	99.45	AMBER			
64	REDPI 49b	Total of income and savings from solar installations on council owned buildings (£)	269,581	2015/16	242,000	GREEN	261,210	GREEN			
65	REDPI 68	Average asset rating of Display Energy Certificates in county council buildings	93.0	Jul - Sep 2016	94.0	GREEN	98.0	GREEN			
66	RES/LPI/010	Percentage of undisputed invoices paid within 30 days to our suppliers	93.1	Jul - Sep 2016	93.0	GREEN	93.6	AMBER			
67	ACE006	Percentage of Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests responded to within statutory deadlines	70	Jul - Sep 2016	85	RED	82	RED			
68	RES/LPI/012	Days / shifts lost to sickness absence – all services including school staff	9.16	Oct 2015 - Sep 2016	8.50	RED	9.85	GREEN			
						GREEN		GREEN			

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
	012a	sickness absence – all services excluding school staff		- Sep 2016							
70	RES/011	Percentage of performance appraisals completed in current post in rolling year period (excluding schools)	86.64	Oct 2015 - Sep 2016	92.00	RED	88.16	AMBER			

Table 2: Key Tracker Indicators

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
Altogether Better Council											
174	NS43a	Number of customer contacts - face to face	212,377	Oct 2015 - Sep 2016	205,583	NA	185,581	NA			
175	NS43b	Number of customer contacts -telephone	998,365	Oct 2015 - Sep 2016	1,004,888	NA	1,004,224	NA			
176	NS43c	Number of customer contacts - web forms	76,437	Oct 2015 - Sep 2016	82,201	NA	35,862	NA			
177	NS43d	Number of customer contacts - emails	68,367	Oct 2015 - Sep 2016	68,046	NA	33,170	NA			
178	NS43e	Number of customer contacts - social media	2,905	Oct 2015 - Sep 2016	2,733	NA	853	NA			
179	NS26	Average time taken to answer a telephone call (seconds)	39	Oct 2015 - Sep 2016	39	GREEN	39	GREEN			
180	NS20	Percentage of abandoned calls	6	Oct 2015 - Sep 2016	6	GREEN	6	GREEN			
181	RES/013	Staff aged under 25 as a percentage of post count	5.95	As at Sep 2016	5.89	NA	5.06	NA			
182	RES/014	Staff aged over 50 as a percentage of post count	40.36	As at Sep 2016	40.07	NA	40.16	NA			
183	RES/LPI/011a	Women in the top five percent of earners	53.18	As at Sep 2016	53.01	NA	52.72	NA			
184	RES/LPI/011bi	Black and minority ethnic (BME) as a percentage of post count	1.6	As at Sep 2016	1.61	NA	1.54	NA			

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
185	RES/LPI/011ci	Staff with a recorded disability as a percentage of post count	2.85	As at Sep 2016	2.78	NA	2.82	NA			
186	RES028	Discretionary Housing Payments - value (£) for customers affected by social sector size criteria	485,402.51	Apr - Sep 2016	271,299.90	NA	286,199.40	NA			
187	RES029	Discretionary Housing Payments - value (£) for customers affected by local housing allowance reforms	248,542.42	Apr - Sep 2016	138,802.22	NA	75,008.48	NA			
188	ACE016	Percentage of children in poverty (quarterly proxy measure) (Also in Altogether Better Council)	22.1	As at May 2016	22.2	GREEN	22.4	GREEN	15.5	22.6*	As at May 2016
189	ACE019a	Proportion of households in fuel poverty (with both low income and high fuel costs)	12.2	2014	11.5	RED	11.5	RED	10.6	12.2*	2014
190	RES/034b	Staff - total headcount (excluding schools)	8,333	As at Sep 2016	8,462	NA	8,569	NA			
191	RES/035b	Staff - total full time equivalent (excluding schools)	6,881	As at Sep 2016	6,958	NA	7,086	NA			
192	RES/020	Percentage of time lost to sickness in rolling year (excluding schools)	4.38	Oct 2015 - Sep 2016	4.52	GREEN	4.88	GREEN			
193	RES/052	Percentage of posts with no absence in rolling year (excluding schools)	56.74	Oct 2015 - Sep 2016	51.35	GREEN	45.22	GREEN			

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
194	RES/053	Percentage of employees having five days or less sickness per 12 month rolling period	78.17	Oct 2015 - Sep 2016	77.33	NA	New indicator	NA			
195	RES/036	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE) [1] [2]	17	Jul - Sep 2016	16	NA	14	NA			

[\[1\] Data 12 months earlier amended \(final published data\)/refreshed](#)

[\[2\] Previous period data amended /refreshed / final published data](#)

Appendix 4: Volume Measures

Chart 1. Telephone calls via customer services

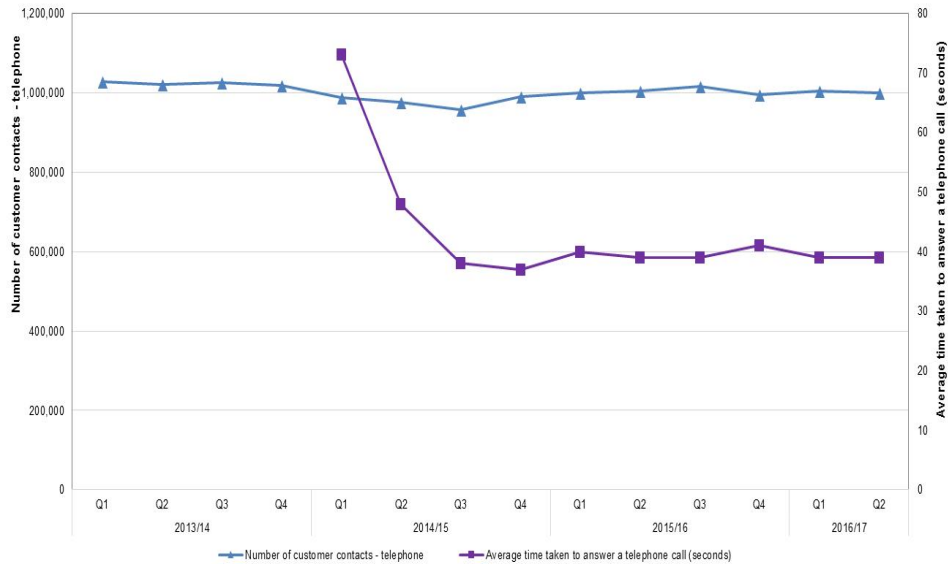


Chart 2. Face to face contacts via customer access points

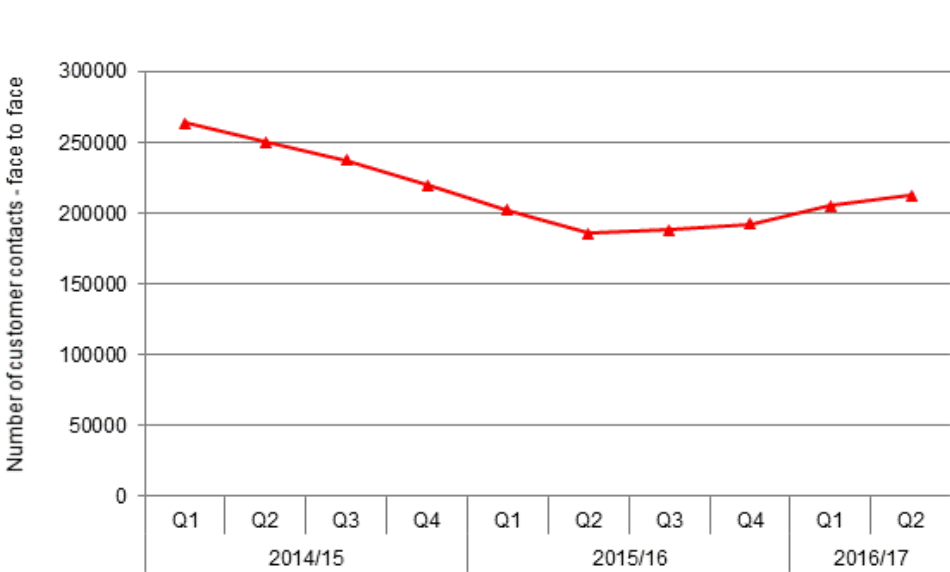


Chart 3. Housing Benefits – new claims



Chart 4. Council Tax Reduction – new claims

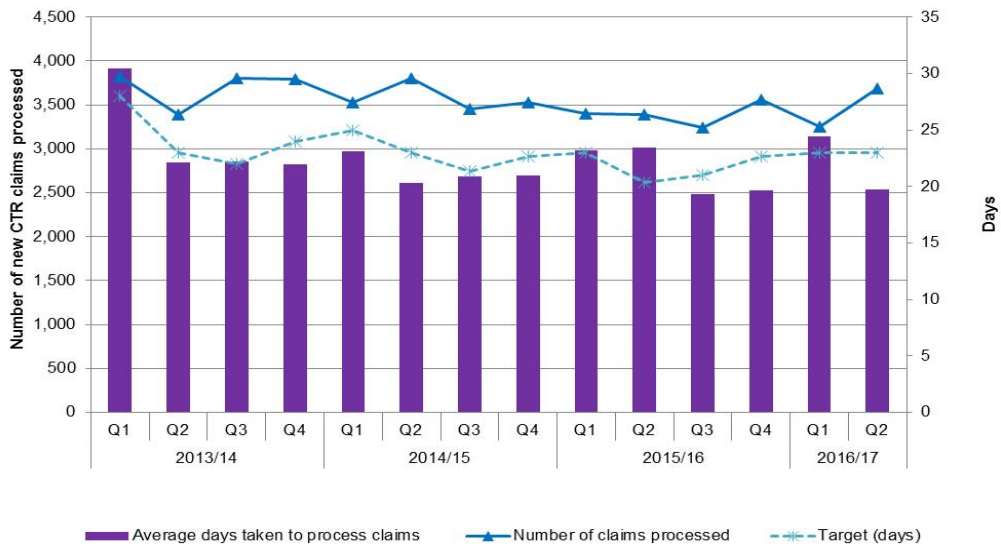
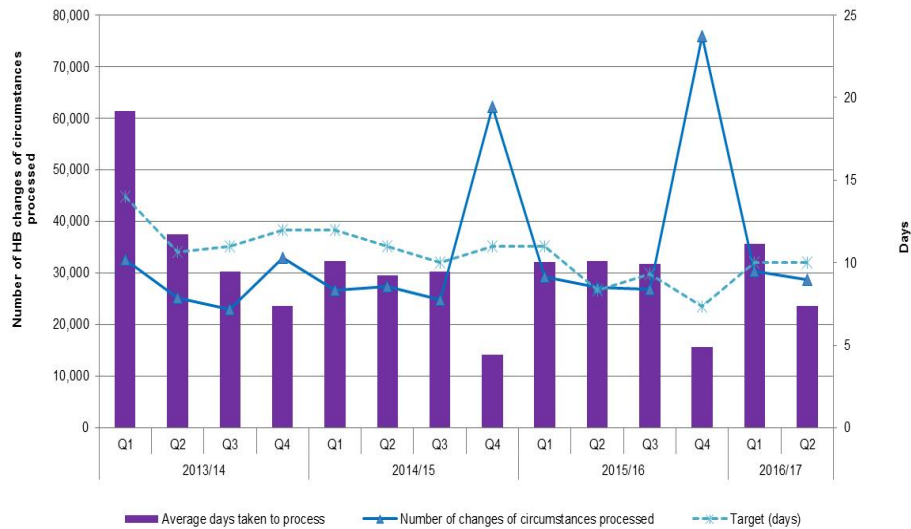
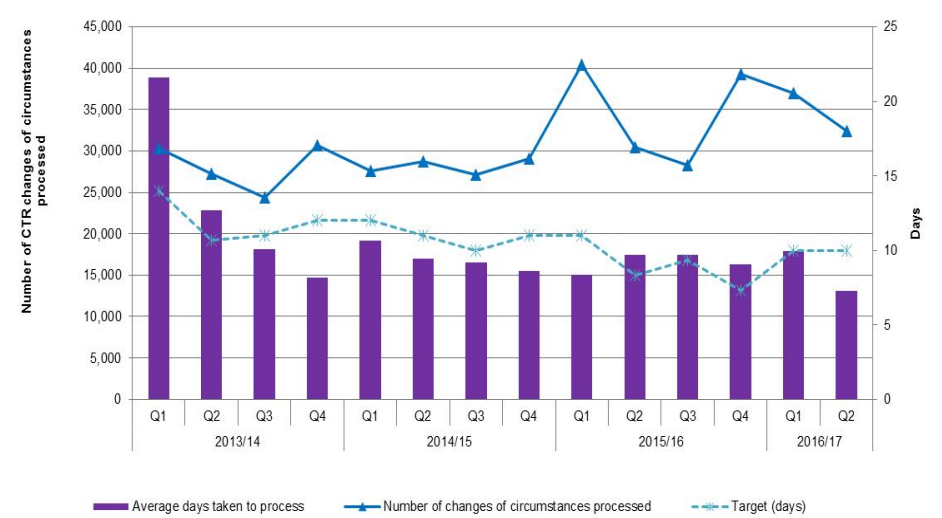


Chart 5. Housing Benefits – changes of circumstances



Volume data from 2015/16 is not comparable with previous data.

Chart 6. Council Tax Reduction – changes of circumstances



Volume data from 2015/16 is not comparable with previous data.

Chart 7. Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests

